



ROLE PROFILE

Job Title:	Commercial Operations Director
Location:	Mary Rose Trust, Portsmouth
Line Manager:	Chief Executive
Line Manager to:	Head of Guest Experience, Head of Programming and Visitor Engagement, Head of Sales, Retail and Hospitality Manager, Learning Manager

Purpose of role:

The Museum/Visitor Operations Director is responsible for safe and successful operation of the Mary Rose Museum.

They will be the Managing Director of Mary Rose Trading Ltd (MRTL) and responsible for driving revenue through commercial activities and identifying new streams of revenue and opportunities for the Trust.

They will also be a board director of Portsmouth Historic Dockyard Operations Ltd and represent the Mary Rose interests along with the CEO on the Joint Venture including but not limited to driving visitor revenue, Strategic Dockyard Operations and the successful co-running of the Portsmouth Historic Dockyard visitor centre. Including chairing the weekly trading, monthly and quarterly business reviews and presenting at the Joint Executive Operation Board.

Working alongside the other members of the Mary Rose Executive Team (CEO, Deputy CEO, Finance Director and Development and Marketing Director) they will help ensure the Mary Rose Trust meets its key strategic objectives and 5-year business plan.

Maximising secondary spend is crucial, as is driving the Events & Functions business and developing profitable new income streams.

Working closely with the Operations and Curatorial team, the Commercial Operations Director will ensure delivery of strong seasonal programming to appeal to key audiences, as well as working with the CEO/Deputy CEO, Executive and

wider Management Team to develop longer term vision for initiatives to refresh the exhibition offer.

The Commercial Operations Director is responsible for operational efficiency (including financial, systems and processes), as well as optimising profitability across the Trust's business.

Main Responsibilities:

1. Set and deliver stretching financial budgets, maximising profitability and developing profitable new income streams across ticket sales, group trade and commercial operations, such as Shop, Café, and Events/Functions.
2. Work closely with CEO, Deputy CEO and Finance Director to analyse and act on business data and to develop organisational performance measures that monitor progress towards financial sustainability.
3. Work closely with Head of Guest Experience to ensure that Mary Rose's high visitor satisfaction is maintained and further improved through product improvements and excellent customer service.
4. Work closely with Head of Programming and Visitor Engagement, curatorial /operations team to ensure audience focussed programming to boost visit & extend understanding of Mary Rose and her unique collection.
5. Ensure that operations are managed in a cost-effective way that maximises profit for the benefit of the Trust's charitable cause.
6. Be accountable for the leadership and management of motivated and high performing team, (staff & volunteers), setting & monitoring personal objectives that achieve the strategic objectives of Mary Rose Trust. Promote and uphold the cultural values and behaviours required by the Trust.
7. Build an integrated visitor facing team for the Trust, combining the strengths of operational, back of house and marketing teams to deliver a seamless experience.
8. Work closely with Learning Manager to ensure continued excellence of learning programmes, extension of digital learning offer and introduction of new Outreach service.
9. Work with CEO and Deputy CEO on staff and volunteer strategy, including performance management, internal communications, reward, and recognition.
10. Ensure compliance with all statutory and legal requirements. Executive responsibility for health & safety, safeguarding, GDPR and risk management for the Trust.
11. Contribute to the strategic planning of the Mary Rose Trust, work closely with the Board of Trustees on operational matters.

12. Represent the Trust with external stakeholders as role demands, including operational lead with Naval Base and colleagues around the Dockyard and Portsmouth.

Other duties

To undertake any other duties or projects commensurate with the nature and grade of this post as required by the organisation. The post holder will be prepared to work regular weekend (at least 1 in 3 weekend) and bank holiday days, as these are the busiest times for the Mary Rose Operation, as well as occasional evening work.

This post holds the position of Safeguarding, Senior Designated Officer, as such the holder is eligible for an Enhanced DBS check.

Person Specification:

1. Experience

Essential

- Minimum of 5 years' experience of senior leadership role.
- Extensive track record of driving profitability across multiple income streams in an audience focused industry, while inspiring teams to deliver exceptional customer service.
- Significant and evidenced success in setting and delivering stretching income targets and developing profitable new income streams.
- Significant and evidenced success of managing operations cost effectively, to deliver maximum profit.
- Experience of working with multifunctional teams to develop high quality product for programming and refreshment of the offer.
- Responsibility for setting and managing complex budgets of up to £5m.
- Ability to analyse business data and draw evidenced conclusions for implementation.
- Experience of strategic planning and translating high level strategic objectives into focussed personal objectives.
- Leading and managing a multifunctional team.
- Managing operational risk & compliance.
- Experience of working in a complex stakeholder environment.

Desirable

- Recent senior experience within a heritage or visitor attractions environment.

2. Skills

Essential

- Strong commercial aptitude, results focussed, analytical and highly numerate.
- Strong team working, team building, and motivational skills, empathy and people focus.
- Excellent written and verbal communication skills.
- Skilled in getting the best out of multifunctional teams.
- Negotiation and persuasion skills.
- Ability to juggle multiple priorities calmly & effectively.
- Innovative, lateral thinker.
- Customer and audience focussed.
- IT, digital/social literate.
- Experience of coaching and developing staff.
- Strong self-awareness and commitment to ongoing personal development.

Desirable

- Empathy with importance of Sense of Place & authenticity of Mary Rose experience.

3. Knowledge

Essential

- Clear understanding of what makes a world class visitor experience.
- Legal compliance, health and safety and risk management requirements and systems.
- Project Management.
- Visitor Attraction Industry Ticket Selling, group trade, learning and commercial operations knowledge.

Desirable

- Interpretation techniques.
- Marketing & Sales